

## ÜLKER BISKÜVİ A.Ş. BECOMES EQUAL-SALARY CERTIFIED

**Vevey / Ankara, 24 February 2026** – The EQUAL-SALARY Foundation is pleased to announce that **Ülker Bisküvi A.Ş.** has obtained the *Equal Pay and Opportunities certification*, by EQUAL-SALARY certification, a symbol of excellence in terms of equality for all employees of Ülker Bisküvi A.Ş. in Turkey. After successfully passing the statistical analysis of its salaries, Ülker Bisküvi A.Ş. underwent an internal audit entrusted to Forvis Mazars, proving that it practices equal pay and equal opportunities for women and men.

The *Equal Pay and Opportunities, by EQUAL-SALARY* certification is valid for three years, during which, the company undergoes two monitoring audits. After 3 years, if the organisation wants to keep its label, it needs to renew the certification process with a new salary analysis and a full on-site audit.

*"Ülker Bisküvi A.Ş. demonstrates that gender equality is not driven by statements, but by structured systems and daily practice. By embedding equal pay and equal opportunity principles into its governance and operations, the company has translated commitment into measurable, transparent and accountable results. This certification positions Ülker Bisküvi A.Ş. as an inspiring leader for the wider business community – proving that sustainable performance and verified equality means creating an environment where women and men can thrive on equal terms,"* commented **Lisa Rubli**, CEO of the EQUAL-SALARY Foundation.

*"Being certified by EQUAL-SALARY demonstrates—through an independent and internationally recognised audit—that we apply fair pay and equal opportunities for everyone, regardless of gender. This process reinforced the importance of strong data discipline, clear and objective pay principles, and the impact of end-to-end people practices on achieving true pay equity. It also strengthened our internal trust and transparency, supported our governance around reward decisions, and reminded us that pay equity is not a one-off milestone but an ongoing commitment. Ultimately, it shows that we do not only speak about our values; we live by them,"* added **Özgür Kölüfaki**, CEO of Ülker Bisküvi A.Ş.

### About the EQUAL-SALARY Foundation

EQUAL-SALARY is a non-profit foundation established in 2010. It offers certification procedures based on a robust methodology comparable to an ISO standard for salaries and processes. The development of EQUAL-SALARY certification has been financially supported by the Federal Office for Gender Equality (FOGE), and its methodology, developed in collaboration with the University of Geneva, has been recognised by the Swiss Federal Court. It is the only certification for equal pay recognised by the European Commission in a report on the pay gap. EQUAL-SALARY is also a member of EPIC - the International Coalition for Equal Pay, the United Nations Global Compact and, the Alliance for Pay Transparency.

To date, the EQUAL-SALARY Foundation has certified companies in 90 countries, involving more than half a million employees. A number of certified companies have renewed their commitment up to six times, demonstrating a strong desire to promote fairness and strengthen the trust and respect of their employees, customers and, partners. As an EQUAL-SALARY employer, an organisation is in an excellent position to attract and retain talent and to prove that it respects the rules of good governance.

# EQUAL PAY IS A BASIC HUMAN RIGHT. LEAD BY EXAMPLE.

## About the *Equal Pay and Opportunities, by EQUAL-SALARY* certification process, a symbol of excellence

Similar to an ISO standard for wages, the *Equal Pay and Opportunities, by EQUAL-SALARY* process includes two phases: First, experts contracted by EQUAL-SALARY run statistical analyses of salary data. Upon concluding phase one successfully, demonstrating an overall pay gap equal to or lower than 5 per cent, phase two is initiated. Phase two consists of an audit conducted by major audit firms such as Forvis Mazars or SGS, who assess both the company's overall commitment to equal pay and equal opportunities, and its implementation in Human Resources processes. To allow a comprehensive approach, top management, HR and employees are involved by means of surveys and interviews during the on-site audit. Only the companies that successfully meet all requirements of all phases are awarded the *Equal Pay and Opportunities, by EQUAL-SALARY* certification, proving their excellence in equal pay and equal opportunities.

The *Equal Pay and Opportunities, by EQUAL-SALARY* certification allows organisations to verify and communicate that they pay their employees fairly and offer equal opportunities across gender, ethnicity, or both. It is a practical and scientific solution to achieve transparency while preserving confidentiality.

### Press contact

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